

3/11/21

NOTICE OF AWARD

CONTRACT TITLE: Leadership Development Training

CONTRACT NUMBER(S): 4400010398

NIGP CODE(S): 92400,91800, 96100

CONTRACT PERIOD: Date of award Through July 31, 2025

RENEWALS: 3

SOLICITATION NUMBER: RFP 2000003095

SUPERCEDES CONTRACT(S): N/A

CONTRACTOR(S):

NYC Leadership Academy
10-27 46th Avenue, 1st Floor
Long Island City, NY 11101

SUPPLIER ID(S):

1000042691

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TERMS: NET 30

FOB: DESTINATION

PRICES: SEE PRICING SCHEDULE

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ORDERING INSTRUCTIONS:

Any county department may create a shopping cart into FOCUS (Fairfax County Unified System) indicating the item/service required, the quantity, the payment terms and the delivery date. The shopping cart must be annotated with the contract number.

Requests exceeding the small purchase threshold will be routed to OPS and a purchase order will be executed.



Jennifer Mott
Contract Administrator

DISTRIBUTION:

FCPS – OPLFE – Baek Chong, Stefanie Kline
FCPS – OPS – Jennifer Mott
FCPS – Risk Management

PRICING SCHEDULE

Item No.	Item Description	Cost
1.	FCPS may exceed the maximum number of participants	NYCLA and FCPS will discuss and agree to price as needed.
2.	Large group training (for groups over 120 participants)	NYCLA and FCPS will discuss and agree to prices as needed.
3.	Customization of course content	NYCLA and FCPS will discuss and agree to prices as needed.

**Attachment C
Pricing Schedule**

Overview of Proposed Professional Learning Services and Resources for FCPS

Program Type	Program Name
Direct Coaching	<ol style="list-style-type: none"> 1. Executive Coaching 2. School Leader Coaching
Coach Training	<ol style="list-style-type: none"> 3. Coaching for Equitable Practice 4. Deepening Leadership Coaching
Leadership Development for School and Division Leaders	<ol style="list-style-type: none"> 5. Leadership Retreats 6. New Principal Institute 7. Foundations of Principal Supervision 8. Facilitation Training 9. Equity Simulations 10. Sharpening Your Equity Lens <p><i>Culturally Responsive Instructional Leadership</i> LA offers 9 professional learning sessions that focus on key components of culturally responsive instructional leadership:</p> <ol style="list-style-type: none"> 11. Building School and Family Coalitions 12. Creating a Coherent Culturally Responsive School System 13. Leading a Culturally Responsive School 14. Defining Culturally Responsive Curriculum 15. Observing Culturally Responsive Instruction 16. Setting Expectations for Student Learning 17. Centering the Student - The Culturally Responsive Classroom Experience 18. Creating a Plan to Build a Culturally Responsive School 19. Supporting Students with Unfinished Teaching and Learning <p>FCPS can engage LA for an individual session or can group two or more sessions together to create a customized program that meets your specific needs.</p>
Customized, Deeper Touch Professional Learning	<ol style="list-style-type: none"> 20. For a specific school 21. Districtwide

1. Executive Coaching	
Description	<p>One-on-one or small group coaching that provides division-level leaders with structured opportunities to:</p> <ul style="list-style-type: none"> • Set leadership learning goals • Receive feedback and reflect on it • Solve problems • Practice skills • Receive regular coaching and guidance
Delivery Mode	Virtual and blended
Structure and Timing	<p><u>One-on-One Coaching of Single Division-Level Leader</u></p> <ul style="list-style-type: none"> • 15 total coaching hours • If virtual: <ul style="list-style-type: none"> ○ 6 1.5-hour coaching sessions ○ 2 3.0-hour coaching sessions where the LA coach virtually observes the leader conduct a staff meeting, a PD session, etc. • If blended: <ul style="list-style-type: none"> ○ 6 virtual 1.5-hour coaching sessions ○ 2 in-person 3.0-hour coaching sessions where the LA coach observes the leader conduct a staff meeting, a PD session, etc. • Completion of 360-degree leadership assessment prior to first coaching session. <p><u>Small Group Coaching of Division-Level Leaders</u></p> <ul style="list-style-type: none"> • 16 total coaching hours • If virtual: <ul style="list-style-type: none"> ○ 8 2.0-hour coaching sessions • If blended: <ul style="list-style-type: none"> ○ 2 in-person 3.0-hour coaching sessions ○ 5 virtual 2.0-hour coaching sessions • One-on-one coaching of individual group members can be added to complement the group coaching. • Completion of 360-degree leadership assessments prior to first coaching session. <p>Note: small group coaching can include up to 5 division leaders or 1 division leader and up to 4 direct reports.</p>
Price ¹	<p><u>One-on-One Coaching</u> Virtual: \$6,700 per individual leader Blended: \$9,100 per individual leader</p> <p>- <u>Small Group Coaching (assumes 5 leaders)</u> Virtual: \$12,100 per group Blended: \$14,400 per group</p>

¹Price includes all LA professional fees and relevant out-of-pocket expenses and excludes any costs for FCPS travel, food, space, equipment, etc. These prices will increase by 2.0% annually starting from the one-year anniversary of the contract start date.

2. School Leader Coaching	
Description	<p>One-on-one or small group coaching of school leaders that helps leaders set and meet concrete professional goals connected to school and/or system-level outcomes. While our coaching is customized to each school leader's individual needs, common high-leverage focus areas include:</p> <ul style="list-style-type: none"> • Developing and refining specific leadership skills • Building powerful school leadership teams • Applying a systems-thinking approach to leadership decisions • Using data to improve student outcomes • Influencing school culture • Leading for equity and access • Enhancing communication with stakeholders
Delivery Mode	Virtual and blended
Structure and Timing	<p><u>One-on-One Coaching of a Single School Leader</u></p> <ul style="list-style-type: none"> • 20 total coaching hours • If virtual: <ul style="list-style-type: none"> ○ 10 1.5-hour coaching sessions ○ 2 2.5-hour coaching sessions where the LA coach virtually observes the leader conduct a staff meeting, a PD session, etc. • If blended: <ul style="list-style-type: none"> ○ 2 in-person 3.0-4.0-hour coaching sessions where the LA coach observes the leader conduct a staff meeting, a PD session, etc. ○ 9 virtual 1.5-hour coaching sessions <p><u>Small Group Coaching of School Leaders</u></p> <ul style="list-style-type: none"> • 20 total coaching hours • If virtual: 10 2.0-hour coaching sessions • If blended: 2 in-person 3.0-hour coaching sessions; 7 virtual 2.0-hour coaching sessions • One-on-one coaching of individual group members can be added to complement the group coaching. <p>Note: a small group is defined as up to 5 people and could include members of a school leadership team, a group of principals, a group of department/functional leaders, etc.</p>
Price ¹	<p><u>One-on-One Coaching</u></p> <p>Virtual: \$6,800 per individual leader Blended: \$9,200 per individual leader</p> <p><u>Small Group Coaching (assumes 5 leaders)</u> Virtual: \$7,400 per group Blended: \$9,700 per group</p>

¹Price includes all LA professional fees and relevant out-of-pocket expenses and excludes any costs for FCPS travel, food, space, equipment, etc. These prices will increase by 2.0% annually starting from the one-year anniversary of the contract start date.

3. Coaching for Equitable Practice	
Description	Coaching for Equitable Practice is a coach training program that builds the capacity of leaders to coach others to: <ul style="list-style-type: none"> • Shift their mindset and behavior. • Transform their leadership practice in ways that advance equity.
Delivery Mode	In-person and virtual
Structure and Timing	<u>In-Person</u> : 2-day workshop; 7 hours per day <u>Virtual</u> : Elapsed time of three weeks; Weekly 4-hour real-time virtual session with 1 hour of related pre-work
Price ¹	<u>In-Person</u> Up to 15 participants: \$21,200 16 to 30 participants: \$22,500 <u>Virtual</u> Up to 15 participants: \$24,500 16 to 30 participants: \$30,200

¹ Price includes all LA professional fees and relevant out-of-pocket expenses and excludes any costs for FCPS travel, food, space, equipment, etc. These prices will increase by 2.0% annually starting from the one-year anniversary of the contract start date

4. Deepening Leadership Coaching	
Description	Deepening Leadership Coaching is an advanced coach training program for experienced coaches or leaders who regularly coach as part of their professional role. The program explores and troubleshoots common challenges while supporting leaders in strengthening their reflective practice and sustaining leadership growth. Participants also benefit from a rich set of coaching competencies against which to self-assess, and an explicit emphasis on racial equity in coaching conversations.
Delivery Mode	In-person and virtual
Structure and Timing	<u>In-Person</u> : 2-day workshop; 7 hours per day <u>Virtual</u> : Elapsed time of three weeks; Weekly 4-hour real-time virtual session with 1 hour of related pre-work
Price ¹	<u>In-Person</u> Up to 15 participants: \$12,900 16 to 30 participants: \$20,700 <u>Virtual</u> Up to 15 participants: \$21,700 16 to 30 participants: \$26,800

¹Price includes all LA professional fees and relevant out-of-pocket expenses and excludes any costs for FCPS travel, food, space, equipment, etc. These prices will increase by 2.0% annually starting from the one-year anniversary of the contract startdate

5. Leadership Retreats	
Description	Planning, design, and facilitation of 1-day or 2-day leadership retreat that enables an FCPS team to focus on one or more specific needs or issues – planning, team building/alignment, review of prior year, etc.
Delivery Mode	In-person and virtual
Structure and Timing	1-day or 2-day leadership retreat for: <ul style="list-style-type: none"> Up to 15 participants 16-30 participants
Price ¹	<p><u>In-Person (up to 15 participants):</u> 1-Day Leadership Retreat: \$11,600 2-Day Leadership Retreat: \$17,000</p> <p><u>In-Person (16 to 30 participants):</u> 1-Day Leadership Retreat: \$18,100 2-Day Leadership Retreat: \$26,200</p> <p><u>Virtual (up to 15 participants):</u> 1-Day Leadership Retreat: \$12,700 2-Day Leadership Retreat: \$23,400</p> <p><u>Virtual (16 to 30 participants):</u> 1-Day Leadership Retreat: \$15,700 2-Day Leadership Retreat: \$26,700</p>

¹ Price includes all LA professional fees and relevant out-of-pocket expenses and excludes any costs for FCPS travel, food, space, equipment, etc. These prices will increase by 2.0% annually starting from the one-year anniversary of the contract start date

6. New Principal Institute	
Description	The New Principal Institute (NPI) builds the culturally responsive leadership capacity of new and early career principals. The program centers around each participant's development of a 90-day entry plan (including initial communications with staff, high-priority activities, and an implementation timeline that will have a positive impact on student learning) that will enable them to hit the ground running when school year starts.
Delivery Mode	In-Person and Virtual
Structure and Timing	<u>In-Person</u> <ul style="list-style-type: none"> • Three consecutive full day sessions. • Six hours per day. <u>Virtual</u> <ul style="list-style-type: none"> • Three consecutive full day sessions. • Two 2.5-hour virtual real-time sessions per day. • Half-hour to one-hour of pre-work in advance of each virtual real-time session.
Price ¹	<u>In-Person</u> Up to 15 participants: \$19,300 16 to 30 participants: \$28,600 <u>Virtual</u> Up to 15 participants: \$29,300 16 to 30 participants: \$33,400

¹Price includes all LA professional fees and relevant out-of-pocket expenses and excludes any costs for FCPS travel, food, space, equipment, etc. These prices will increase by 2.0% annually starting from the one-year anniversary of the contract start date.

7 . Foundations of Principal Supervision	
Relevant Employee Group and Topic(s) (per RFP)	School-Based Employees: <ul style="list-style-type: none"> • Educational Equity and Cultural Responsiveness • Developing the Capacity of School Personnel • Continuous Improvement • Getting Results and Affecting Student Achievement
Target Audience (Role)	New and early career division leaders that supervise, oversee, and support school leaders.
Description	Foundations of Principal Supervision builds the capacity of principal supervisors as culturally responsive system leaders. The program consists of five professional learning sessions and follow-up coaching support. The professional learning sessions culminate with each principal supervisor’s development of a strategic support plan that they can implement in the new school year. After the completion of the professional learning sessions, we provide three coaching sessions to support participants as they implement their respective plan.
Delivery Mode	In-Person and Virtual
Structure and Timing	<u>In-Person</u> <ul style="list-style-type: none"> • Five consecutive full-day sessions, six hours per day. • 3 1.5-hour follow-up coaching support sessions per team/participant. <u>Virtual</u> <ul style="list-style-type: none"> • Five consecutive days: <ul style="list-style-type: none"> ○ Two two-hour virtual real-time sessions per day. ○ Half-hour to one-hour of pre-work in advance of each virtual real-time session. • 3 1.5-hour follow-up coaching support sessions per participant.
Price ¹	<u>In-Person (up to 25 participants): \$93,500 (assumes 25 participants)</u> <u>Virtual (up to 25 participants): \$88,500 (assumes 25 participants)</u>

¹Price includes all LA professional fees and relevant out-of-pocket expenses and excludes any costs for FCPS travel, food, space, equipment, etc. These prices will increase by 2.0% annually starting from the one-year anniversary of the contract start date.

8. Leading Professional Learning That Sticks	
Description	Leading Professional Learning That Sticks offers designers and facilitators of professional learning the opportunity to experience LA's research-based approach to design and facilitation, an approach that is flexible, adaptive, and pushes the thinking of participants.
Delivery Mode	In-Person and Virtual
Structure and Timing	<u>In-Person:</u> Three consecutive full day sessions; Six hours per day. <u>Virtual</u> <ul style="list-style-type: none"> Three consecutive days with two two-hour virtual real-time sessions per day. One hour of pre-work in advance of each virtual real-time session.
Price ¹	<u>In-Person</u> Up to 15 participants: \$13,400 16 to 30 participants: \$21,400 <u>Virtual</u> Up to 15 participants: \$21,800 16 to 30 participants: \$27,200

¹Price includes all LA professional fees and relevant out-of-pocket expenses and excludes any costs for FCPS travel, food, space, equipment, etc. These prices will increase by 2.0% annually starting from the one-year anniversary of the contract start date.

9. Equity Simulations	
Description	The equity simulations are on-line learning tools that help users build leadership skills needed to identify and address inequities in schools and school systems. Each simulation provides an authentic school-based scenario in which users are cast in the role of school or school system leader and are confronted with a variety of challenges. By interacting with a variety of stakeholders, users are asked to make leadership decisions, deal with the consequences of their decisions in real time and have the chance to explore the impact of their choices and reflect on opportunities for improvement and growth.
Delivery Mode	Virtual
Structure and Timing	<p>The equity simulations are intended to be used in pairs or small groups of school or school system leaders and/or their staff. Together, each group engages with the video simulation and then participates in a facilitated debrief discussion. It is in those conversations that the real learning takes place.</p> <p>Each simulation requires approximately one hour to complete. We recommend a debrief session for each simulation of approximately two hours. The simulations can be used as the center of a 3- to 4-hour professional learning session or can complement a longer and broader professional learning program that focuses on equity.</p>
Price ¹	<p>One-time license fee for one equity simulation: \$2,500 If more than one equity simulation is licensed, buyers receive a 10% discount on the one-time license fees. We offer a free 48-hour trial use of a simulation for anyone considering the equity simulations.</p> <p>The license fee includes:</p> <ul style="list-style-type: none"> • 24 x 7 access to a simulation on an ongoing basis. • Facilitation Guide. • PowerPoint deck.

¹Price includes all LA professional fees and relevant out-of-pocket expenses and excludes any costs for FCPS travel, food, space, equipment, etc. These prices will increase by 2.0% annually starting from the one-year anniversary of the contract start date.

10. Sharpening Your Equity Lens	
Description	Sharpening Your Equity Lens is a professional learning series that builds the capacity of school and division leaders to identify, confront, and address the policies, structures, practices, and beliefs that have systematically excluded children from learning opportunities because of their race or ethnicity. The six equity leadership dispositions that we believe are required for education leaders to advance equity serve as the foundation of the design of this program.
Delivery Mode	In-Person and Virtual
Structure and Timing	<u>In-Person</u> <ul style="list-style-type: none"> • 4 consecutive days • 6 hours per day <u>Virtual</u> <ul style="list-style-type: none"> • Elapsed time of 4 weeks. • Weekly 4-hour real-time virtual session with 1-2 hours of related pre-work.
Price ¹	<u>In-Person</u> Up to 30 participants: \$41,200 16 to 30 participants: \$44,000 <u>Virtual</u> Up to 15 participants: \$34,100 16 to 30 participants: \$42,600

¹Price includes all LA professional fees and relevant out-of-pocket expenses and excludes any costs for FCPS travel, food, space, equipment, etc. These prices will increase by 2.0% annually starting from the one-year anniversary of the contract start date.

11: Building School and Family Coalitions

Description	Building School and Family Coalitions enables division and school leaders to: <ul style="list-style-type: none"> • Develop an understanding of the types of family-teacher partnerships that support student learning inside and outside the classroom. • Explore innovative practices for working with families and the community.
Delivery Mode	In-Person and Virtual
Structure and Timing	<u>In-Person</u> : One-day session <u>Virtual</u> : Two half-day sessions
Price ¹	<u>In-Person</u> Up to 15 participants: \$16,700 16 to 30 participants: \$19,000 <u>Virtual</u> Up to 15 participants: \$14,500 16 to 30 participants: \$16,900

¹Price includes all LA professional fees and relevant out-of-pocket expenses and excludes any costs for FCPS travel, food, space, equipment, etc. These prices will increase by 2.0% annually starting from the one-year anniversary of the contract start date.

12: Creating a Coherent Culturally Responsive School System

Description	Creating a Coherent Culturally Responsive School System enables division and school leaders to: <ul style="list-style-type: none"> • Develop an understanding of the roots of inequities in school systems. • Identify the characteristics of a culturally responsive school system. • Understand the steps required to create a culturally responsive school system. • Analyze data to identify current inequities.
Delivery Mode	In-Person and Virtual
Structure and Timing	<u>In-Person</u> : One-day session <u>Virtual</u> : Two half-day sessions
Price ¹	<u>In-Person</u> Up to 15 participants: \$16,700 16 to 30 participants: \$19,000 <u>Virtual</u> Up to 15 participants: \$14,500 16 to 30 participants: \$16,900

¹Price includes all LA professional fees and relevant out-of-pocket expenses and excludes any costs for FCPS travel, food, space, equipment, etc. These prices will increase by 2.0% annually starting from the one-year anniversary of the contract start date.

13: Leading a Culturally Responsive School	
Description	<p>Leading a Culturally Responsive School enables school and division leaders to:</p> <ul style="list-style-type: none"> • Identify the skills and dispositions required to lead a culturally responsive school. • Develop understanding of how bias impacts perceptions of students, teachers, families, and communities. • Develop and practice strategies to anticipate and manage resistance to change.
Delivery Mode	In-Person and Virtual
Structure and Timing	In-Person: One-day session Virtual: Two half-day sessions
Price ¹	<p><u>In-Person</u> Up to 15 participants: \$16,700 16 to 30 participants: \$19,000</p> <p><u>Virtual</u> Up to 15 participants: \$14,500 16 to 30 participants: \$16,900</p>

¹Price includes all LA professional fees and relevant out-of-pocket expenses and excludes any costs for FCPS travel, food, space, equipment, etc. These prices will increase by 2.0% annually starting from the one-year anniversary of the contract start date

14: Defining Culturally Responsive Curriculum	
Description	<p>Defining Culturally Responsive Curriculum enables school and division leaders to:</p> <ul style="list-style-type: none"> • Develop an understanding of culturally responsive curriculum. • Learn to audit curriculum with a culturally responsive lens. • Design and implement a process to review, edit, and revise curricula to ensure cultural responsiveness.
Delivery Mode	In-Person and Virtual
Structure and Timing	In-Person: One-day session Virtual: Two half-day sessions
Price ¹	<p><u>In-Person</u></p> <p>Up to 15 participants: \$16,700 16 to 30 participants: \$19,000</p> <p><u>Virtual</u></p> <p>Up to 15 participants: \$14,500 16 to 30 participants: \$16,900</p>

¹ Price includes all LA professional fees and relevant out-of-pocket expenses and excludes any costs for FCPS travel, food, space, equipment, etc. These prices will increase by 2.0% annually starting from the one-year anniversary of the contract start date.

15: Observing Culturally Responsive Instruction	
Description	<p>Observing Culturally Responsive Instruction enables school and division leaders to:</p> <ul style="list-style-type: none"> • Deepen their comprehension of culturally responsive classroom instruction. • Develop an understanding of low inference evidence in the observation process. • Practicing observing for culturally responsive instruction through facilitated culturally responsive classroom walks. • Identify high leverage areas for feedback to support the cultivation of culturally responsive classrooms. <p>Culturally responsive classroom walks provide a structure for leaders to conduct culturally responsive-focused classroom observations, gather low-inference data, generate questions, and plan next steps to improve student learning.</p>
Delivery Mode	In-Person and Virtual
Structure and Timing	<p><u>In-Person</u></p> <ul style="list-style-type: none"> • Consecutive one-day and one-half day sessions: <ul style="list-style-type: none"> ○ Day 1: Observing Culturally Responsive Instruction and Facilitated Culturally Responsive Classroom Walk and Group Debrief #1 ○ Day 2: Facilitated Culturally Responsive Classroom Walk and Group Debrief #2 <p><u>Virtual</u></p> <ul style="list-style-type: none"> • Three consecutive half-day sessions: <ul style="list-style-type: none"> ○ Half-day 1: Observing Culturally Responsive Instruction ○ Half-day 2: Facilitated Virtual Observation and Debrief#1 ○ Half-day 3: Facilitated Virtual Observation and Debrief#2
Price ¹	<p><u>In-Person (up to 15 participants): \$20,200</u></p> <p><u>Virtual (up to 15 participants): \$22,600</u></p>

¹Price includes all LA professional fees and relevant out-of-pocket expenses and excludes any costs for FCPS travel, food, space, equipment, etc. These prices will increase by 2.0% annually starting from the one-year anniversary of the contract start date.

16: Setting Expectations for Student Learning	
Description	<p>Setting Expectations for Student Learning enables school and division leaders to:</p> <ul style="list-style-type: none"> • Learn the three tenets of culturally responsive practice. • Identify the characteristics of a culturally responsive school system, school, and classroom. • Develop understanding of the important role of standards in a culturally responsive classroom.
Delivery Mode	In-Person and Virtual
Structure and Timing	In-Person: One-day session Virtual: Two half-day sessions
Price ¹	<p><u>In-Person</u></p> <p>Up to 15 participants: \$16,700 16 to 30 participants: \$19,000</p> <p><u>Virtual</u></p> <p>Up to 15 participants: \$14,500 16 to 30 participants: \$16,900</p>

¹Price includes all LA professional fees and relevant out-of-pocket expenses and excludes any costs for FCPS travel, food, space, equipment, etc. These prices will increase by 2.0% annually starting from the one-year anniversary of the contract start date.

17: Centering the Student - The Culturally Responsive Classroom Experience	
Description	<p>Centering the Student – The Culturally Responsive Classroom Experience enables school and division leaders to:</p> <ul style="list-style-type: none"> • Develop strategies for reimagining the teacher/student relationship in a culturally responsive classroom. • Discuss strategies to center students in the learning experience. • Determine the required skills and dispositions for teachers in a culturally responsive classroom.
Delivery Mode	In-Person and Virtual
Structure and Timing	<p>In-Person: One-day session Virtual: Two half-day sessions</p>
Price ¹	<p><u>In-Person</u> Up to 15 participants: \$16,700 16 to 30 participants: \$19,000</p> <p><u>Virtual</u> Up to 15 participants: \$14,500 16 to 30 participants: \$16,900</p>

¹Price includes all LA professional fees and relevant out-of-pocket expenses and excludes any costs for FCPS travel, food, space, equipment, etc. These prices will increase by 2.0% annually starting from the one-year anniversary of the contract start date.

18: Creating a Plan to Build a Culturally Responsive School System	
Description	<p>Creating a Plan to Build a Culturally Responsive School System enables school and division leaders to:</p> <ul style="list-style-type: none"> • Develop a vision and action plan to create culturally responsive school system. • Develop a professional learning plan aligned with the system-wide action plan.
Delivery Mode	In-Person and Virtual
Structure and Timing	<p>In-Person: One-day session</p> <p>Virtual: Two half-day sessions</p>
Price ¹	<p><u>In-Person</u></p> <p>Up to 15 participants: \$16,700 16 to 30 participants: \$19,000</p> <p><u>Virtual</u></p> <p>Up to 15 participants: \$14,500 16 to 30 participants: \$16,900</p>

¹Price includes all LA professional fees and relevant out-of-pocket expenses and excludes any costs for FCPS travel, food, space, equipment, etc. These prices will increase by 2.0% annually starting from the one-year anniversary of the contract startdate.

19: Supporting Students with Unfinished Teaching and Learning	
Description	<p>Supporting Students with Unfinished Teaching and Learning enables school and division leaders to:</p> <ul style="list-style-type: none"> • Define unfinished teaching and learning while acknowledging inequities faced by many students. • Conduct root cause analysis to identify needs of students with unfinished learning in ELA and Math. • Discuss practices to support students with varying needs including required supports and the role of the school leadership team. <p>Leaders will leave this session with specific strategies for students and staff to address unfinished teaching and learning.</p>
Delivery Mode	In-Person and Virtual
Structure and Timing	In-Person: One-day session Virtual: Two half-day sessions
Price ¹	<p><u>In-Person</u> Up to 15 participants: \$16,700 16 to 30 participants: \$19,000</p> <p><u>Virtual</u> Up to 15 participants: \$14,500 16 to 30 participants: \$16,900</p>

¹Price includes all LA professional fees and relevant out-of-pocket expenses and excludes any costs for FCPS travel, food, space, equipment, etc. These prices will increase by 2.0% annually starting from the one-year anniversary of the contract startdate.

20: Example of a Customized, Deeper Touch Professional Learning Engagement for a Specific School	
Description	<p>An example of a customized, deeper touch professional learning engagement for a specific school is the creation of a strategic equity plan and related professional development with school leader coaching to support the implementation of the plans.</p> <p>While we would expect to consult with FCPS on the actual scope of services, such an engagement could include the following major activities:</p> <ul style="list-style-type: none"> • Stakeholder engagement to better understand local context: <ul style="list-style-type: none"> ○ Interviews with division and school leaders ○ Focus groups with leaders, staff, students, families, and community groups • Data collection and analysis • Facilitated equity goal definition • Facilitated strategic equity plan development • Facilitated professional learning plan development • Coaching for the principal
Delivery Mode	In-Person and Virtual
Structure and Timing	<p>Stakeholder engagement:</p> <ul style="list-style-type: none"> • Eight one-hour interviews • Five two-hour focus groups <p>Facilitated equity goal definition:</p> <ul style="list-style-type: none"> • One half-day session to develop draft plan • Review of draft goal by key stakeholders • One half-day session to review feedback from stakeholders and to finalize the goal <p>Facilitated strategic plan development:</p> <ul style="list-style-type: none"> • One-day session to develop content of draft plan (goals, strategies, actions, etc.) • Creation of draft plan by LA • Review of draft plan by key stakeholders • One half-day session to review feedback from stakeholders and to finalize the plan <p>Facilitated professional learning plan development:</p> <ul style="list-style-type: none"> • One half-day session to develop content of draft plan • Creation of draft plan by LA • Review of draft plan and feedback • Finalization of plan by LA <p>One-on-one Coaching for the school principal:</p> <ul style="list-style-type: none"> • Nine 1.5-hour coaching sessions
Estimated Price ¹	In-Person/Virtual: \$90,000 to 110,000

¹This estimated price includes all LA professional fees and relevant out-of-pocket expenses and excludes any costs for FCPS travel, food, space, equipment, etc. We have provided an estimate because the scope of this customized engagement will need to be discussed and agreed to by FCPS and LA.

21: Example of a Division-wide Customized, Deeper Touch Professional Learning Engagement

Description	<p>An example of a district-wide customized, deeper touch professional learning engagement is the design and facilitation of an equity-focused professional learning program for division and school leaders. To help build the capacity of FCPS, a member of the Office of Professional Learning and Family Engagement joins the NYCLA to co-design and co-facilitate the professional learning sessions.</p> <p>While we would expect to consult with FCPS on the actual scope of services, such an engagement could include the following major activities:</p> <ul style="list-style-type: none"> • Stakeholder engagement to better understand local context: <ul style="list-style-type: none"> ○ Interviews with division and school leaders ○ Focus groups with leaders, staff, students, families, and community groups • Data collection and analysis • Administration of NYCLA Equity Leadership Instrument, an online assessment that enables leaders to self-assess against the leadership dispositions required to lead for equity • Design of professional learning sessions • Facilitation of professional learning sessions • Administration of NYCLA Equity Leadership Instrument after the completion of the professional learning to assess the impact of the professional learning
Delivery Mode	In-Person and Virtual
Structure and Timing	<p>Stakeholder engagement:</p> <ul style="list-style-type: none"> • Eight one-hour interviews • Six two-hour focus groups <p>Administration of Equity Leadership Instrument (online) with reporting</p> <p>Co-design of professional learning sessions development:</p> <ul style="list-style-type: none"> • Five half-day sessions to co-design professional learning • Co-design supplemented by NYCLA <p>Co-facilitation of professional learning sessions:</p> <ul style="list-style-type: none"> • Five full-day sessions • 120 total leader participants <ul style="list-style-type: none"> ○ One cohort of 20 division leaders ○ Four cohorts of school leaders with 25 leaders per cohort ○ Two of the five sessions will mix division and school leaders <p>Administration of Equity Leadership Instrument (online) with comparative reporting</p>
Estimated Price ¹	In-Person/Virtual: \$240,000 to \$280,000

¹ This estimated price includes all NYCLA professional fees and relevant out-of-pocket expenses and excludes any costs for FCPS travel, food, space, equipment, etc. We have provided this estimate because the scope of this customized engagement will need to be discussed and agreed to by FCPS and LA.